



STRATEGIC PLAN 2018 – 2020

WHO WE ARE

Utah Council for Citizen Diplomacy is a global community of people working to increase human understanding. UCCD serves as a preeminent partner with the U.S. Department of State's International Visitor Leadership Program to arrange short-term professional and cultural programs for emerging leaders. UCCD is also the Utah chapter of the World Affairs Council of America which provides access to a host of other international-themed programs.

This strategic plan is a tool to provide guidance in fulfilling UCCD's mission with maximum efficiency and impact. The Board of Directors approved this Strategic Plan on August 28, 2017. This strategic plan shall be evaluated and revamped every three to five years.

MISSION

To promote respect, understanding, and the sharing of ideas between the people of Utah and citizens of other nations through international, professional, and cultural exchanges.

VISION

UCCD will be recognized as a preeminent partner with the U.S. Department of State, leading independent, nonpartisan efforts to promote citizen diplomacy within the State of Utah. Through promotion of connection we will further Utahns' engagement in citizen diplomacy.

WHAT WE DO

- Promote understanding by introducing international visitors to U.S. and Utahn approaches to tackling global challenges
- Inspire Utahns to understand global issues and cultures
- Build personal and direct relationships between Utahns, international visitors, and leading foreign policy advocates
- Foster relevant, well-informed public dialog to enhance our visitor and public engagement
- Build educational opportunities for students interested in international affairs

Utah Council for Citizen Diplomacy activates its mission and vision through the following five goals and their supporting strategies.

GOAL #1

Be a known and respected catalyst for relevant statewide foreign affairs activities that appeal to myriad, diverse audiences.

Strategy One: Support IVLP visitors according to U.S. State Department expectations and in ways that positively expand their world view and image and impression of the United States and the people of Utah.

Strategy Two: Expand and grow programming to include, but not limited to, Young Leaders of the Americas Initiative.

Strategy Three: Expand programs and activities to reach other communities and audiences not traditionally served by UCCD, including youth audiences, to ensure participation in UCCD programs reflects the demographics of the region.

Strategy Four: Expand programs and activities beyond Salt Lake County and the Wasatch Front to other parts of Utah.

Strategy Five: Expand outreach and engagement with Utah media organizations to increase awareness of and exposure to UCCD.

GOAL #2

Nurture and expand partnerships as an extension of our core resources in order to meet our mission in new ways.

Strategy One: Sustain and grow our relationship with Westminster College and other educational institutions.

Strategy Two: Expand engagement with organizations that will facilitate increasing the diversity of our audience, including specific ethnicity-focused institutions and faith and interfaith groups such as the Asian or Hispanic Chamber of Commerce, refugee community groups, and other organizations.

Strategy Three: Deepen our engagement with religious institutions, including partnership with the LDS Church.

GOAL #3

Focus on regular stewardship of UCCD constituents and donors in order to communicate impact and ensure financial sustainability and strategic growth.

Strategy One: Create a stewardship program for UCCD constituents and donors that focuses on impact of the donor dollar and donor experience.

Strategy Two: Focus cultivation of top donors and create a tailored donor approach with the expectation that a major gift ask will be made during the fiscal year.

Strategy Three: Create a powerful call to action using amazing stories that compel people to donate.

Strategy Four: Expect 100% board financial participation and involvement in stewardship activities.

Strategy Five: Evaluate the effectiveness of events measuring public engagement and/or net dollars raised.

GOAL #4

Provide an exceptional work environment and wellness culture in order to retain valued employees.

Strategy One: Utilizing statewide compensation benchmarking, the Executive Director will provide an annual staff compensation evaluation and proposal, including a review of staff non-monetary benefits, to the Board of Directors for review and approval.

GOAL #5

On an annual basis, set clear expectations and accountability for the board as a whole and for each board member based on governance principles, fiduciary responsibilities, and individual talents or expertise.

Strategy One: Establish a board agreement that outlines each board member's responsibilities in general, as well as individual responsibilities. Review and sign this agreement annually.

Strategy Two: Conduct individual and collective board evaluations annually and discuss results at board meeting. Identify areas of opportunity for training or improvement.

Strategy Three: Leverage board talents and skills to support UCCD staff and best serve UCCD.

Strategy Four: Develop measurement and tracking criteria to motivate achievement of all strategies and goals. In addition, prepare a dashboard that measures progress across *all* goals/strategies that identifies qualitative and quantitative factors.

Strategy Five: Perform an annual review of the UCCD activities and achievements relative to the strategic plan. Determine relevancy of measurements given current activities and update measurement criteria for future year.

APPENDIX

Goal and Strategy Measurement Criteria

(The below is a DRAFT. Final criteria to be reviewed and edited by UCCD Executive Director and staff and then approved by UCCD Board)

Goal	Strategy	Measurement Criteria	Completion Timeline
GOAL #1 Be a known and respected catalyst for relevant statewide foreign affairs activities that appeal to myriad, diverse audiences.	Strategy One: Support IVLP visitors according to U.S. State Department expectations and in ways that positively expand their world view and image and impression of the United States and the people of Utah.	# of IVLP Visitors, Visitor Program Ratings, U.S. State Department feedback.	Ongoing
	Strategy Two: Expand and grow programming to include, but not limited to, Young Leaders of the Americas Initiative.	Existence of additional programs beyond IVLP.	Ongoing
	Strategy Three: Expand programs and activities to reach other communities and audiences not traditionally served by UCCD, including youth audiences, to ensure participation in UCCD programs reflects the demographics of the region.	Comparison of UCCD member demographics to broader region demographics.	Ongoing
	Strategy Four: Expand programs and activities beyond Salt Lake County and the Wasatch Front to other parts of Utah.	# of members beyond Wasatch Front engaged in programs.	Ongoing
	Strategy Five: Expand outreach and engagement with Utah media organizations to increase awareness of and exposure to UCCD.	# of media placements, # of social media views and likes.	Ongoing
GOAL #2 Nurture and expand partnerships as an extension of our core resources in order to meet our mission in	Strategy One: Sustain and grow our relationship with Westminster College and other educational institutions.	# of programs conducted on campuses, # of students from each institution attending.	Ongoing
	Strategy Two: Expand engagement with organizations that will facilitate increasing the diversity of our audience, including specific ethnicity-focused institutions and	Existence of partnerships and collaborative programming.	Ongoing

new ways.	faith and interfaith groups such as the Asian or Hispanic Chamber of Commerce, refugee community groups, and other organizations.		
	Strategy Three: Deepen our engagement with religious institutions, including partnership with the LDS Church.	# of collaborative programs.	Ongoing
GOAL #3 Focus on regular stewardship of UCCD constituents and donors in order to communicate impact and ensure financial sustainability and strategic growth.	Strategy One: Create a stewardship program for UCCD constituents and donors that focuses on impact of the donor dollar and donor experience.	Feedback received via donor surveys.	EOY 2018
	Strategy Two: Focus cultivation of top donors and create a tailored donor approach with the expectation that a major gift ask will be made during the fiscal year.	\$ received through major gift ask.	EOY 2018
	Strategy Three: Create a powerful call to action using amazing stories that compel people to donate.	Growth of donor funding.	EOY 2018
	Strategy Four: Expect 100% board financial participation and involvement in stewardship activities.	Board contributions and reported engagement in key activities.	Ongoing
	Strategy Five: Evaluate the effectiveness of events measuring public engagement and/or net dollars raised.	Establishment of public engagement and funding metrics.	EOY 2018
GOAL #4 Provide an exceptional work environment and wellness culture in order to retain valued employees.	Strategy One: Utilizing statewide compensation benchmarking, the Executive Director will provide an annual staff compensation evaluation and proposal, including a review of staff non-monetary benefits, to the Board of Directors for review and approval.	Board receipt of the evaluation.	Ongoing
GOAL #5 On an annual basis, set clear expectations and accountability	Strategy One: Establish a board agreement that outlines each board member's responsibilities in general, as well as individual responsibilities. Review and sign this agreement annually.	Existence of the agreement and annual signatures received.	EOY 2017
	Strategy Two: Conduct individual and	Establishment of	Ongoing

for the board as a whole and for each board member based on governance principles, fiduciary responsibilities, and individual talents or expertise.	collective board evaluations annually and discuss results at board meeting. Identify areas of opportunity for training or improvement.	an annual evaluation process.	
	Strategy Three: Leverage board talents and skills to support UCCD staff and best serve UCCD.	Establishment of a board skills inventory.	Ongoing
	Strategy Four: Develop measurement and tracking criteria to motivate achievement of all strategies and goals. In addition, prepare a dashboard that measures progress across <i>all</i> goals/strategies that identifies qualitative and quantitative factors.	Establishment of measurement criteria and establishment of the dashboard in line with the approved strategic plan. Dashboard reviewed at all Board meetings.	EOY 2017
	Strategy Five: Perform an annual review of the UCCD activities and achievements relative to the strategic plan. Determine relevancy of measurements given current activities and update measurement criteria for future year.	Board review of annual report and measures.	Ongoing